DOCUMENT RESUME

ED 071 305 EM 010 447

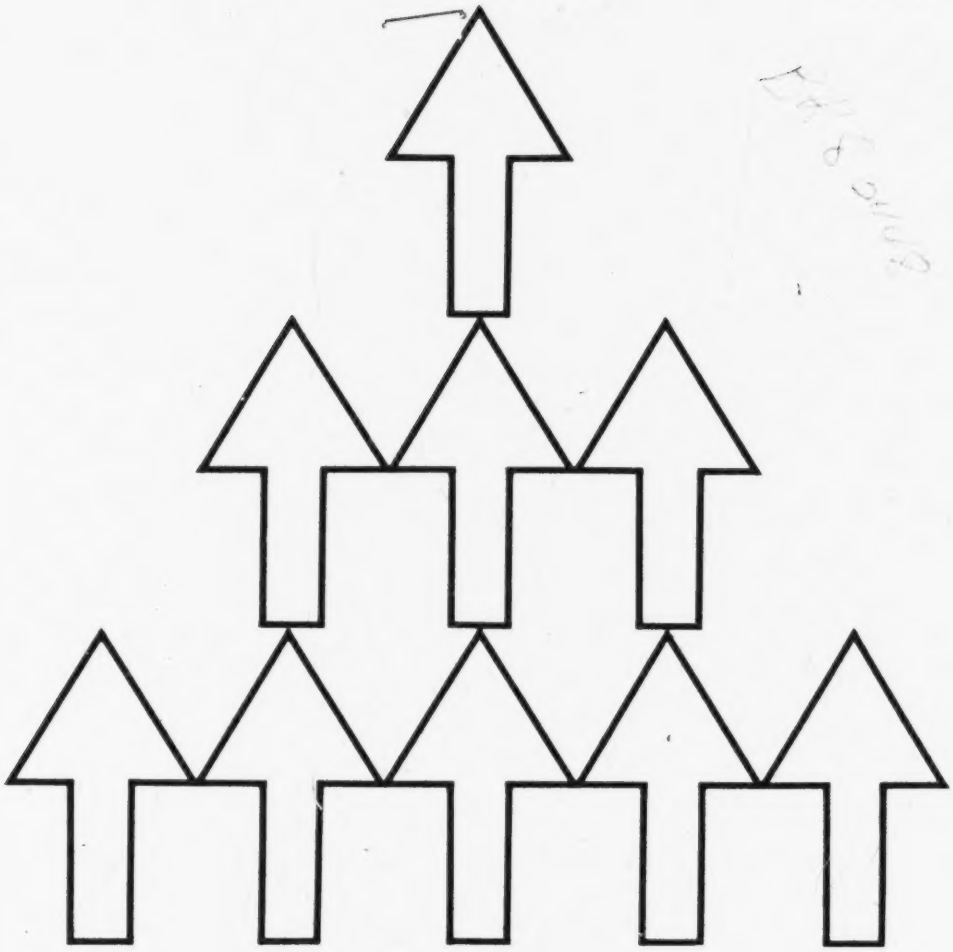
TITLE	Introduction to Psychology and Leadership. Part Twelve; Applied Leadership. Segment IV, Volume XII-D.
INSTITUTION	Naval Academy, Annapolis, Md.; Westinghouse Learning Corp., Annapolis, Md.
SPONS AGENCY	National Center for Educational Research and Development (DHEW/OE), Washington, D.C.
BUREAU NO	BR-8-0448
PUB DATE	71
CONTRACT	N00600-68-C-1525
NOTE	154p.; See also EM 010 418 and EM 010 419
EDRS PRICE	MF-$0.65 HC-$6.58
DESCRIPTORS	*Autoinstructional Aids; Communication (Thought Transfer); Individual Psychology; *Leadership; *Leadership Styles; *Leadership Training; *Military Training; Programed Instruction; Psychology; Social Psychology; Textbooks; Workbooks

ABSTRACT

The twelfth volume of the introduction to psychology and leadership course (see the final reports which summarize the development project, EM 010 418, EM 010 419, and EM 010 484) concentrates on applied leadership and is presented in four separate documents. This document is a self instructional text which can be used with computer assisted instruction and which has intrinsically programed sections. EM 010 444, EM 010 445, and EM 010 446 are the other documents in the volume, and EM 010 420 through EM 010 443 and EM 010 451 through EM 010 512 are related documents. (SH)

ED 071305

Set #3



Introduction To Psychology And Leadership

Volume XII-D

Applied Leadership

EM 010 441

ED 071305

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment IV

Volume XII-D

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

This material was developed by Westinghouse Learning Corporation's Project Annapolis, under Contract Number N00600-68-C-1525, with the National Center for Educational Research and Development, United States Office of Education, Department of Health, Education and Welfare.

PERMISSION TO REPRODUCE THIS COPYRIGHTED MATERIAL HAS BEEN GRANTED BY

Westinghouse Learning Corp.

TO ERIC AND ORGANIZATIONS OPERATING UNDER AGREEMENTS WITH THE U.S. OFFICE OF EDUCATION. FURTHER REPRODUCTION OUTSIDE THE ERIC SYSTEM REQUIRES PERMISSION OF THE COPYRIGHT OWNER.

Copyright © 1971, by Westinghouse Learning Corporation.
All rights reserved.

TABLE OF CONTENTS

with Margin Index

PART TWELVE/IV Foreword.....*vii*

PART TWELVE/IV Intrinsically Programed Booklet...1

PART TWELVE/IV Progress Check...1

Program Frame Answers.....*i*

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE
APPLIED LEADERSHIP

Segment IV
"That's an Order"

Intrinsically Programed Booklet
(HHIPB)

WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

FOREWORD

"An army cannot be administered.
It must be led."

Franz-Joseph Strauss

This final segment summarizes much of the material in the course by presenting you with leadership situations where you must make decisions based on sound judgment. Such factors as timing, planning, and judicious use of authority will be considered. Also to be considered is how the competent leader weights and uses these factors in particular situations. Remember, the completion of this course is a beginning, not an ending.

"THAT'S AN ORDER"

You are going to begin Segment IV, the last segment in Part Twelve. In the first three segments we discussed "The Measurement of Effective Leadership," "Generally Recognized Characteristics of an Effective Leader," and "Techniques of Assuming Command." Segment IV is an introduction to the theme of "That's an Order" and it deals with the judicious use of authority in different types of situations. You will remember that authority is defined as a superior's capacity, on the basis of his formal position, to make decisions affecting the behavior of subordinates; in other words, the power to direct and control the actions of others. There are various factors that you, as a prospective leader, must consider in exercising authority. These include planning, determining the nature of the situation, the leader's perception of the situation, the leader's self-evaluation of his exercise of authority and the limits of the leader's authority. These points will be covered in Segment IV.

(Go to page 3.)

Your Answer: a

Planning is vital to efficiency and mission accomplishment. It is not basic to morale. Remember that planning is also important because it facilitates the execution of future action by providing a working basis and because it helps to answer questions of what, when, where, who, why, and sometimes how concerning an operation.

(Go to page 7.)

Planning is essential to prudent exercise of authority. It is the function by which a leader determines what objectives are to be accomplished and how, and when they will be reached. It is the selection, from among alternatives, of the course of future action.

Planning is important to the judicious use of authority for three reasons:

1) It is vital to mission accomplishment and efficiency.

2) It helps to answer questions of what, when, where, who, why, and sometimes how concerning an operation.

3) It facilitates the execution of future action by providing a working basis.

(Go to page 4.)

Which of the choices below correctly completes the following statement:

"Planning is important because it:

a. Is vital to efficiency and morale." (Go to page 2.)

b. Facilitates the execution of future action by providing a working basis." (Go to page 5.)

c. Helps to answer the question 'when' concerning an operation." (Go to page 10.)

Your Answer: b

Planning is important because it facilitates the execution of future action by providing a working basis. It is also important because it is essential to mission accomplishment and efficiency and because it helps to answer questions of what, when, where, who, why, and sometimes how concerning an operation.

(Go to page 7.)

Your Answer: b

ENS Dell has the authority to tell the chief boatswain's mate what to do to improve the man overboard drill. However, has he considered the possibility that the chief boatswain's mate will probably resent a "Boot" ensign telling him what to do? He must plan for this type of reaction so he will be able to handle it.

Choice c discusses the most appropriate way to handle this situation. After developing his plan, ENS Dell implements it by discussing the necessary improvements with the chief boatswain's mate. He eliminates having to use his authority as a persuader and, instead, through thoughtful planning, he uses persuasion to execute improvements.

(Go to page 15.)

When developing a plan that will involve the leader's use of authority, the leader must consider the most significant aspects of the most probable eventualities. He must develop plans to handle each one of these. By doing so he will help to eliminate situations in which he is using his power of authority as the persuader rather than persuasion itself. He must perceive developing situations and apply his plan to deal with them.

ENSIGN IN THE DELL

ENS Dell is assigned as the Second Division Officer in the Weapons Department aboard a destroyer. He feels that improvements are needed in the man overboard drill and he knows that he has the authority to make the necessary changes. This involves telling his chief boatswain's mate how the man overboard drill is to be conducted. His chief boatswain's mate has many years of experience at sea.

(Go to page 8.)

Select the statement below that indicates the best way for ENS Dell to use his authority to produce improvements in the man overboard drill.

a. ENS Dell hastily develops a plan to improve the man overboard drill. He then tells his chief boatswain's mate what to do. (Go to page 11.)

b. ENS Dell calls the chief boatswain's mate aside one day after observing a man overboard drill and orders him to make the necessary changes. (Go to page 6.)

c. ENS Dell develops a well-thought out plan which considers all the possibilities involved in improving the man overboard drill. As part of his plan he discusses the needed improvements with the chief boatswain's mate and convinces him of the practicality of his suggestions. (Go to page 9.)

d. ENS Dell discusses the man overboard drill with the chief boatswain's mate and informs him of the needed improvements. He then develops a well-thought out plan which considers all the possibilities involved in improving the drill. (Go to page 12.)

Your Answer: c

You are right! This choice discusses the most appropriate way to handle this situation. After developing his plan, ENS Dell implements it by discussing the necessary improvements with the chief boatswain's mate. He eliminates having to use his authority as a persuader and, instead, through thoughtful planning, he uses persuasion to execute improvements.

(Go to page 15.)

Your Answer: c

Planning is important because it helps to answer questions of not only when, but also of what, where, who, why, and sometimes how concerning an operation. Planning is also important because it is vital to mission accomplishment and efficiency and because it facilitates the execution of future action by providing a working basis.

(Go to page 7.)

Your Answer: a

ENS Dell has the authority to tell the chief boatswain's mate what to do to improve the man overboard drill. However, has he considered the possibility that the chief boatswain's mate will probably resent a "Boot" ensign telling him what to do? He must plan for this type of reaction so he will be able to handle it.

Choice c discusses the most appropriate way to handle this situation. After developing his plan, ENS Dell implements it by discussing the necessary improvement with the chief boatswain's mate. He eliminates having to use his authority as a persuader and, instead, through thoughtful planning, he uses persuasion to execute improvements.

(Go to page 15.)

Your Answer: d

In choice d ENS Dell develops a plan after the fact. It would be helpful for ENS Dell to discuss the needed improvements with the chief boatswain's mate and to seek his advice before developing his plan. However, ENS Dell informs him of the needed improvements without seeking his advice. He has not planned for the possibility that the chief boatswain's mate might resent a "Boot" ensign telling him what to do.

Choice c discusses the most appropriate way to handle this situation. After developing his plan, ENS Dell implements it by discussing the necessary improvements with the chief boatswain's mate. He eliminates having to use his authority as a persuader and, instead, through thoughtful planning, he uses persuasion to execute improvements.

(Go to page 15.)

Your Answer: b

In statement b LTJG Rand's plan is satisfactory for the initial preparation of the class. However, he does not plan for the distribution of class materials. Without a plan for distributing class materials LTJG Rand may arbitrarily use his authority and cause difficulties that otherwise might not exist.

The plan described in statement d is most appropriate for organizing and conducting a group correspondence course. LTJG Rand considers all the factors involved and determines how each will be handled. He does not use his authority arbitrarily. Mr. Rand determines the time and the place for class meetings from the needs of the group. Through thoughtful planning he will maintain control while maintaining the respect of his men.

(Go to page 21.)

Your Answer: d

The plan described in statement d is most appropriate for organizing and conducting a group correspondence course. LTJG Rand considers all the factors involved and determines how each will be handled. He does not use his authority arbitrarily. Mr. Rand determines the time and the place for class meetings from the needs of the group. Through thoughtful planning he will maintain control while maintaining the respect of his men.

(Go to page 21.)

We will see in the next example that the leader must not only exercise authority prudently when directing subordinates, but must also use authority judiciously when organizing services for subordinates.

(Go to page 16.)

LTJG Rand is the Electronics Material Officer on a DLG. He has been given the authority to organize and conduct a group correspondence course in advanced mathematics for those interested.

Select the statement below that describes the mo. appropriate plan for using the designated authority.

a. LTJG Rand plans to announce the administration of the twelve weeks course to be held on Thursdays at 1600. (Go to page 17.)

b. LTJG Rand plans to announce the administration of the course and ask those sailors interested to sign up. After seeing which men are interested, he plans to determine the best time to hold the classes and plans to reserve a room large enough to hold all the men in the class. (Go to page 13.)

c. LTJG Rand develops a plan which includes announcing the class schedules. He determines how the class will be conducted and takes measures to ensure that there is a close tab on attendance. (Go to page 18.)

d. LTJG Rand develops a plan which includes announcing the upcoming class. His plan outlines procedures for establishing a time and a place for the class, depending on the number of men involved and the time they have available for class. It determines how the class materials will be issued and submitted on time. (Go to page 14.)

Your Answer: a

In statement a LTJG Rand does not plan sufficiently for organizing and conducting the group correspondence course. He shows little interest in the course and uses his authority to arbitrarily establish the time for class meetings. Has he considered the possibility that some of the men interested in the course may be unavailable at the meeting time he has established? Has he considered where, who, and how?

The plan described in statement d is most appropriate for organizing and conducting a group correspondence course. LTJG Rand considers all the factors involved and determines how each will be handled. He does not use his authority arbitrarily. Mr. Rand determines the time and the place for class meetings from the needs of the group. Through thoughtful planning he will maintain control while maintaining the respect of his men.

(Go to page 21.)

Your Answer: c

In statement c LTJG Rand's plan, seemingly comprehensive, does not sufficiently consider all the factors involved in organizing a group correspondence course. He does not determine who will participate and where class will be held. This lack of planning can cause confusion and may lead LTJG Rand to use his authority arbitrarily.

The plan described in statement d is most appropriate for organizing and conducting a group correspondence course. LTJG Rand considers all the factors involved and determines how each will be handled. He does not use his authority arbitrarily. Mr. Rand determines the time and the place for class meetings from the needs of the group. Through thoughtful planning he will maintain control while maintaining the respect of his men.

(Go to page 21.)

Your Answer: c

Yes! You are right! Timing is a major factor in the way a decision is reached--by the leader alone or by the leader with the help of his subordinates. Timing also determines the amount of information a leader has at hand to make a decision. Remember, when a decision is required immediately, a leader cannot wait for information coming to him in a couple of hours or days.

(Go to page 26.)

Your Answer: b

You are partially right! Timing determines the amount of information a leader has at hand to make a decision. Timing is also a major factor in the way a decision is reached--by the leader alone or by the leader with the help of his subordinates. Remember, when a decision is required immediately, a leader cannot wait for information coming to him in a couple of hours or days.

(Go to page 26.)

In planning future actions the leader must be perceptive of the present situation. This involves analyzing the nature of the situation the leader finds himself in and projecting from the present to possible future situations. Factors to be considered include timing, climate of the group, perceiving the individual men and when and how to overcome resistance to authority (when and how to draw the line).

Timing is often an important determinant of how authority shall be exercised. For example, the amount of time available may determine how a decision is reached. When the decision must be immediate, the leader makes it. With more time, he may involve his subordinates in making decisions. Thus, the leader must always know how much time he has.

At times it is necessary for a leader to make quick decisions with the information he has at hand. All decisions are made on the basis of information available at the moment of deciding. At times a leader may find that he had less information yesterday and may have more tomorrow but the decision is required now. Remember: one of the leadership qualities is the ability to decide quickly and not worry about it.

(Continue on page 22.)

If a leader is indecisive his subordinates may lose confidence in him and be less apt to follow his orders. Chaos can break out and the leader may find that he has to use his authority more severely than he normally would. Occasionally a leader's indecisiveness may bring out the best in his subordinates and they may have to make the decisions themselves, but when this happens he has in effect abdicated his leadership

---

(Go to page 23.)

Why is timing important in decision making?

a. It is a major factor in the way a decision is reached. (Go to page 28.)

b. It determines the amount of information a leader has at hand to make a decision. (Go to page 20.)

c. Both of the above (Go to page 19.)

d. None of the above (Go to page 25.)

Your Answer: b

The leader should follow these steps to create a proper environment.

1) Instill a set of beliefs in subordinates that emphasize Duty, Honor and Country.

4) Explain policies, procedures and standard practices for everyone under the leader's command.

6) DEFINE VARIOUS AUTHORITY RELATIONSHIPS.

7) Explain reasons and purposes of directives and/or orders.

The following are not steps a leader should use to create a proper environment.

2) CLARIFY RELATIONSHIPS AMONG VARIOUS RESPONSIBILITIES.

3) Do not explain reasons and purposes of orders.

5) Conceal all decisions from subordinates until the last minute.

(Go to page 34.)

Your Answer: d

No! Both of the statements are correct. Timing is a major factor in the way a decision is reached--by the leader alone or by the leader with the help of his subordinates. Timing also determines the amount of information a leader has at hand to make a decision. Remember, when a decision is required immediately, a leader cannot wait for information coming to him in a couple of hours or days.

(Go to page 26.)

It is also imperative that a leader deal appropriately with the climate of his unit. He must be able to feel the pulse of his unit so that he can use his authority most prudently for the existing conditions. It is important that the leader create a proper environment in his unit. This will help to prevent "That's an Order" situations in which the leader must use his authority as the persuader.

Steps the leader should follow to create a proper environment in his unit are:

1) Clarify various authority relationships.

2) Explain policies, procedures and standard practices for everyone under the leader's command.

3) Instill a set of beliefs in subordinates that emphasize Duty, Honor and Country.

4) Explain reasons and purposes of directives and/or orders.

(Go to page 27.)

Among the following statements are those steps a leader should use to create a proper environment in his unit.

1) Instill a set of beliefs in subordinates that emphasize Duty, Honor, and Country.

2) Clarify relationships among various responsibilities.

3) Do not explain reasons and purposes of orders.

4) Explain policies, procedures and standard practices for everyone under the leader's command.

5) Conceal all decisions from subordinates until the last minute.

6) Define various authority relationships.

7) Explain reasons and purposes of directives and/or orders.

Which of the following choices indicates the correct combination of the steps a leader should use to create a proper environment in his unit?

a. Statements 1, 3, 4, and 6 (Go to page 29.)

b. Statements 1, 2, 4, and 7 (Go to page 24.)

c. Statements 3, 4, 5, and 6 (Go to page 30.)

d. Statements 1, 4, 6, and 7 (Go to page 31.)

Your Answer: a

You are partially right! Timing is a major factor in the way a decision is reached--by the leader alone or by the leader with the help of his subordinates. Timing also determines the amount of information a leader has at hand to make a decision. Remember, when a decision is required immediately, a leader cannot wait for information coming to him in a couple of hours or days.

(Go to page 26.)

Your Answer: a

The leader should follow these steps to create a proper environment.

1) Instill a set of beliefs in subordinates that emphasize Duty, Honor, and Country.

4) Explain policies, procedures and standard practices for everyone under the leader's command.

6) Define various authority relationships.

7) EXPLAIN REASONS AND PURPOSES OF DIRECTIVES AND/OR ORDERS.

The following are not steps a leader should use to create a proper environment.

2) Clarify relationships among various responsibilities.

3) DO NOT EXPLAIN REASONS AND PURPOSES OF ORDERS.

5) Conceal all decisions from subordinates until the last minute.

(Go to page 34.)

Your Answer: c

The leader should follow these steps to create a proper environment.

1) INSTILL A SET OF BELIEFS IN SUBORDINATES THAT EMPHASIZE DUTY, HONOR AND COUNTRY.

4) Explain policies, procedures and standard practices for everyone under the leader's command.

6) Define various authority relationships.

7) EXPLAIN REASONS AND PURPOSES OF DIRECTIVES AND/OR ORDERS.

The following are not steps a leader should use to create a proper environment.

2) Clarify relationships among various responsibilities.

3) DO NOT EXPLAIN REASONS AND PURPOSES OF ORDERS.

5) CONCEAL ALL DECISIONS FROM SUBORDINATES UNTIL THE LAST MINUTE.

(Go to page 34.)

Your Answer: d

Good. You have selected the correct steps to create a proper environment.

(Go to page 34.)

Your Answer: c

Roles the men are playing are factors in applying the principle "Know your men and look out for their welfare." Role competition and knowing yourself are not. The leader should concern himself with determining if there is role strain. Role competition is included in this as is role conflict. Another factor is knowledge of subordinates' backgrounds.

(Go to page 36.)

Your Answer: a

In your selection, roles the men are playing and knowledge of subordinates' backgrounds are factors in applying the principle "Know your men and look out for their welfare." However, role conflict isn't inclusive enough. The leader should concern himself with determining if there is role strain. Role conflict is included in this, as is role competition.

(Go to page 36.)

To use his authority effectively the leader must follow the leadership principle "Know your men and look out for their welfare." If a leader knows his men, he will be able to perceive more clearly the nature of the situation of which he and they are all a part. Let's look at some of the questions involved in the principle, "Know your men and look out for their welfare."

What roles are the men playing? Is there role strain? Remember that role strain includes role conflict (a person occupies two roles simultaneously and these roles are incompatible) and role competition (a person is required to exhibit several behaviors but cannot because of time and/or space constraints).

Aside from determining the roles the men are playing and if there is role strain, the leader should also learn about his subordinates' backgrounds. This will help the leader choose appropriately when and how to make recommendations for punishment or to apply rewards.

(Go to page 35.)

Which of the following indicates some of the factors involved in applying the principle "Know your men and look out for their welfare"?

a. Roles the men are playing, role conflict and knowledge of subordinates' backgrounds (Go to page 33.)

b. Roles the men are playing, role strain and knowing the subordinates' backgrounds (Go to page 40.)

c. Roles the men are playing, role competition and knowing yourself (Go to page 32.)

A leader must know when and how to use authority. He should follow three steps in controlling his unit.

1) Establish standards

2) Compare results with standards

3) Take corrective actions if the results do not meet the established standards.

In analyzing the nature of the situation a leader must know when to draw the line. When he compares the results or actions of his unit with the standards he has established, he will know when the standards have not been met. This is the time for him to draw the line and exert his authority. If he delays, the situation may worsen and he may have to use his authority more severely.

(Go to page 37.)

When should a leader draw the line?

a. When, after comparing results or actions of the unit with his standards, he finds that the standards have been met (Go to page 41.)

b. When he establishes standards (Go to page 39.)

c. When he decides it is time to exert his authority (Go to page 42.)

d. When, after comparing results of the unit with his standards, he finds the standards have not been met (Go to page 38.)

Your Answer: d

You are right! A good leader knows when to draw the line. He should follow three steps in controlling his unit.

1) Establish standards

2) Compare results with standards

3) Take corrective action

This will help the leader to use his authority prudently.

(Go to page 43.)

Your Answer: b

This is the first step a leader should take to draw the line. Only when he has established standards can he expect his men to meet them. He should draw the line when he finds, after comparing results or actions of his unit with the established standards, that the standards have not been met.

A good leader knows when to draw the line. He should follow three steps in controlling his unit.

1) Establish standards
2) Compare results with standards
3) Take corrective action

This will help the leader to use his authority prudently.

(Go to page 43.)

Your Answer: b

You are right!

Roles the men are playing, role strain, and knowing the subordinates' backgrounds are all factors in applying the principle "Know your men and look out for their welfare."

(Go to page 36.)

Your Answer: a

Does a leader have to draw the line when his established standards have been met? His men have done what he has required of them. He should draw the line when he finds, after comparing results or actions of his unit with the established standards, that the standards have not been met.

A good leader knows when to draw the line. He should follow three steps in controlling his unit.

1) Establish standards
2) Compare results with standards
3) Take corrective action

This will help the leader to use his authority prudently.

(Go to page 43.)

Your Answer: c

No! A leader should not draw the line when he arbitrarily decides it is time to exert his authority. He should draw the line when he finds, after comparing the results or actions of his unit with the established standards, that the standards have not been met.

A good leader knows when to draw the line. He should follow three steps in controlling his unit.

1) Establish standards
2) Compare results with standards
3) Take corrective action

This will help the leader to use his authority prudently.

(Go to page 43.)

A leader must know not only when to draw the line but also how to overcome resistance to authority. Look at the following guidelines to overcome resistance to authority. Study these carefully before continuing.

GUIDELINES A LEADER SHOULD FOLLOW TO OVERCOME RESISTANCE TO AUTHORITY

1. Consider all factors involved in resistance.
2. Reprimand privately.
3. Do not recommend punishment of the whole group for an individual's actions.
4. Be humane.
5. Maintain self-control. Do not lose your temper or your men will lose respect for you.
6. Do not exceed the legal limits of your authority.
7. Do not exceed the other constraints of your authority.
8. Do not use your authority indiscriminately.
9. Remember that corrective action is not personal; it is not vindictive. It is used to deter the wrongdoer from repeating his actions.
10. Take corrective action as soon after an offense as possible and do not lower the man's self-respect.
11. Be considerate of inexperience.
12. Don't pass the buck.

(Go to page 44.)

LT West, a Weapons Officer aboard a destroyer, sees that two of his men have not maintained their weapons as required.

Options available to LT West include:

1) Recommend punishment of the whole group for the actions of the two men.

2) Not exceed the legal limits or other constraints on his authority.

3) Take corrective action as soon after any offense as possible without being vindictive or lowering the men's self-respect.

4) Reprimand the two men in front of the other men.

5) Be humane and considerate of inexperience.

6) Maintain self-control.

7) Ignore the resistance and let his superior take care of it.

Select the item below which indicates those guidelines LT West should use to overcome this resistance to his authority.

a. Guidelines 1, 2, 5, and 6 (Go to page 45.)

b. Guidelines 2, 3, 5, and 6 (Go to page 47.)

c. Guidelines 2, 4, 6, and 7 (Go to page 48.)

d. Guidelines 1, 3, 5, and 6 (Go to page 50.)

Your Answer: a

1) LT West should recommend punishment of the whole group for the actions of the two men.

No! LT West should take corrective action against the two men only. Punishing the whole group can cause resentment on the part of the men not involved in the resistance. This resentment can cause resistance by more of the men and LT West would have more authority.

2) LT West should not exceed the legal limits or other constraints on his authority.

It is important that every officer remember this.

5) LT West should be humane and considerate of inexperience.

LT West should not be cruel and should always consider inexperience as a possible factor in resistance to his authority.

(Continued on next page.)

Your Answer: a (Continued)

6) LT West should maintain self-control.

It is important that LT West not lose his temper when confronted with resistance to his authority. The men may lose their respect for him if he loses control of himself.

3) LT West should take corrective action as soon after any offense as possible without being vindictive or lowering the men's self-respect. By taking corrective action quickly LT West will stop the resistance quickly. He must remember not to use punishment to satisfy a personal grudge and not to lower the men's self-respect. Otherwise, his other subordinates will note--adversely--his behavior and resistance may grow.

(Go to page 54.)

Your Answer: b

Good. That is correct.

2) LT West should not exceed the legal limits or other constraints on his authority.

It is important that every officer remember this.

3) LT West should take corrective action as soon after any offense as possible without being vindictive or lowering the men's self-respect. By taking corrective action quickly, LT West will stop the resistance quickly. He must remember not to use punishment to satisfy a personal grudge and not to lower the men's self-respect. Otherwise, his other subordinates will note--adversely--his behavior and resistance may grow.

5) LT West should be humane and considerate of inexperience.

LT West should not be cruel and should always consider inexperience as a possible factor in resistance to his authority.

6) LT West should maintain self-control.

It is important that LT West not lóse his temper when confronted with resistance to his authority. The men may lose their respect for him if he loses control of himself.

(Go to page 54.)

Your Answer: c

2) LT West should not exceed the legal limits or other constraints on his authority.

It is important that every officer remember this.

4) LT West should reprimand the two men in front of the other men.

No! He should remember to reprimand his men in private.

6) LT West should maintain self-control.

It is important that LT West not lose his temper when confronted with resistance to his authority. The men may lose their respect for him if he loses control of himself.

7) LT West should ignore the resistance and let his superior take care of it.

No! If LT West wants to maintain control of his unit, he can not expect someone else to solve his problems. If there is resistance to his authority, HE must be the one to correct the situation. Otherwise the men will continue to question his authority.

(Continued on next page.)

Your Answer: c (Continued)

3) LT West should take corrective action as soon after any offense as possible without being vindictive or lowering the men's self-respect. By taking corrective action quickly LT West will stop the resistance quickly. He must remember not to use punishment to satisfy a personal grudge and not to lower the men's self-respect. Otherwise, his other subordinates will note--adversely--his behavior and resistance may grow.

5) LT West should be humane and considerate of inexperience.

LT West should not be cruel and should always consider inexperience as a possible factor in resistance to his authority.

(Go to page 54.)

Your Answer: d

1) LT West should recommend punishment of the whole group for the actions of the two men.

No! LT West should take corrective action against the two men only. Punishing the whole group can cause resentment on the part of the men not involved in the resistance. This resentment can cause resistance by more of the men and LT West would have more problems.

3) LT West should take corrective action as soon after any offense as possible without being vindictive or lowering the men's self-respect. By taking corrective action quickly LT West will stop the resistance quickly. He must remember not to use punishment to satisfy a personal grudge and not to lower the men's self-respect. Otherwise, his other subordinates will note--adversely--his behavior and resistance may grow.

5) LT West should be humane and considerate of inexperience.

LT West should not be cruel and should always consider inexperience as a possible factor in resistance to his authority.

(Continued on next page.)

Your Answer: d (Continued)

6) LT West should maintain self-control.

It is important that LT West not lose his temper when confronted with resistance to his authority. The men may lose their respect for him if he loses control of himself.

2) LT West should not exceed the legal limits or other constraints on his authority.

It is important that every officer remember this.

(Go to page 54.)

Your Answer: a

2-LT Bull has analyzed the nature of the situation appropriately. But is his analysis complete? He decides to take action immediately (timing) and decides that PVT Holstein's actions do not meet the established standards (when to draw the line). 2-LT Bull has not considered climate of the unit, the individual men in his unit, and how to overcome the resistance to his authority.

2-LT Bull analyzes the situation most comprehensively in statement c. He considers timing (he decides immediate action is required), climate (a group of troublemakers and he decides to take steps to create a proper environment), his men (he investigates the possibility of role strain or role conflict), when to draw the line (Holstein's actions do not meet standards) and overcoming resistance (reprimand Holstein privately).

(Go to page 56.)

Your Answer: c

2-LT Bull analyzes the situation most comprehensively in statement c. He considers timing (he decides immediate action is required), climate (a group of troublemakers and he decides to take steps to create a proper envionment), his men (he investigates the possibility of role strain or role conflict), when to draw the line (Holstein's actions do not meet standards) and overcoming resistance (reprimand Holstein privately).

(Go to page 56.)

The leader should remember to analyze the total situation. This includes his perception of timing, climate of his unit, his men, when to draw the line, and how to overcome resistance to his authority.

THE ROUNDUP

2-LT Bull is assigned as a Platoon Leader in an infantry battalion. Before joining the platoon he is informed by the other platoon leaders that all the men in the unit are troublemakers. Two days after he takes command of the unit, he orders all personal 782 gear (field gear) scrubbed and laid out for inspection. PVT Holstein lays his gear out for inspection but it is obvious that it has not been scrubbed.

(Go to page 55.)

Select the paragraph below that best describes 2-LT Bull's analysis of the situation.

a. 2-LT Bull decides that something must be done immediately to stop PVT Holstein's resistance to his authority. He decides that PVT Holstein's actions do not meet the established standards. (Go to page 52.)

b. 2-LT Bull analyzes the climate of the group and agrees with the other platoon leaders that the men in his platoon are trouble-makers. He decides to call the whole platoon together and put them all on report. (Go to page 59.)

c. 2-LT Bull analyzes the situation and decides that PVT Holstein's actions do not meet the established standards. He realizes he must take action immediately. Bull looks into the possibility of role conflict or role strain. He decides to reprimand Holstein privately and take the steps to create a proper environment in the platoon of trouble-makers. (Go to page 53.)

d. 2-LT Bull analyzes the situation and determines if there is a possibility of role conflict or role strain. He determines that Holstein's actions do not meet the established standards and decides to speak to his superior about creating a proper environment in the platoon of troublemakers. (Go to page 60.)

PERSONNEL'S PERSONAL PROBLEMS

LT Berg is the Personnel Officer at the Norfolk Naval Air Station. The Personnel Division has a large number of men assigned. The department head has granted authority to his division officers to regulate liberty in their own divisions.

LT Berg knows he must develop a plan for granting liberty. He is disturbed, however, because a few of his men have been showing up in sloppy uniforms, with their shoes unshined and in need of haircuts.

(Go to page 57.)

Should LT Berg consider each of the following questions while developing his plan for liberty?

(Check your response for each question before considering the next.)

a. What amount of time has each man been in the division?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

b. Is it necessary to draw the line with the few men who are resisting authority?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

c. What are the needs of my men?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

d. What movies are available to the men in Norfolk?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

e. How do I overcome the few men's resistance to my authority? Do I restrict their liberty?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

f. What is the feeling within the group? Are the few men's behavior affecting the climate of the group?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

(Continued on next page.)

g. Is a decision required now as to who gets liberty, or can I put it off for a couple of weeks?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

h. How will the way I grant liberty affect my popularity?

1) Should consider (Go to page 63.)

2) Should not consider (Go to page 64.)

Your Answer: b

No! After inadequately analyzing the situation, 2-LT Bull selects an inappropriate way of overcoming the resistance to his authority. He should not punish the entire platoon for PVT Holstein's actions. In his analysis of the situation, Bull has not considered timing, the individual men in his unit, and when to draw the line.

2-LT Bull analyzes the situation most comprehensively in statement c. He considers timing (he decides immediate action is required), climate (a group of troublemakers and he decides to take steps to create a proper environment), his men (he investigates the possibility of role strain or role conflict), when to draw the line (Holstein's actions do not meet standards) and overcoming resistance (reprimand Holstein privately).

(Go to page 56.)

Your Answer: d

In statement d, 2-LT Bull does not analyze the situation thoroughly. He correctly considers his men and when to draw the line. He also considers the climate of the group, but takes incorrect measures to improve the climate. He should take measures to create a proper environment and should not expect his superior to take control.

2-LT Bull analyzes the situation most comprehensively in statement c. He considers timing (he decides immediate action is required), climate (a group of troublemakers and he decides to take steps to create a proper environment), his men (he investigates the possibility of role strain or role conflict), when to draw the line (Holstein's actions do not meet standards) and overcoming resistance (reprimand Holstein privately).

(Go to page 56.)

A junior officer should evaluate himself and his use of authority. He should be aware of his strengths and weaknesses as they apply to the situation. When he evaluates himself, he should be alert to some of the essential qualities of leadership and how these are involved in his use of authority. Review these qualities of leadership.

1) INTEGRITY

2) LOYALTY UP AND LOYALTY DOWN

The leader should be loyal to his subordinates as well as his superiors.

Loyalty down begets loyalty up.

3) SIMPLICITY

This entails modesty, quiet dignity, and humility.

4) SELF-CONTROL

Self-control is essential to controlling others.

5) TACT

This is a quick or intuitive appreciation of what is fit, or proper, or right.

6) ENERGY, ENTHUSIASM, PERSEVERANCE

7) COMMON SENSE, JUDGMENT, AND ACUMEN

(Go to page 62.)

Do you agree that each of the following is a leadership quality that a leader should consider in evaluating himself and his use of authority?

a. Tact

1) Agree (Go to page 65.)
2) Disagree (Go to page 67.)

b. Selfishness

1) Agree (Go to page 65.)
2) Disagree (Go to page 67.)

c. Simplicity

1) Agree (Go to page 65.)
2) Disagree (Go to page 67.)

d. Integrity

1) Agree (Go to page 65.)
2) Disagree (Go to page 67.)

e. Vindictiveness

1) Agree (Go to page 65.)
2) Disagree (Go to page 67.)

f. Energy

1) Agree (Go to page 65.)
2) Disagree (Go to page 67.)

g. Ambiguity

1) Agree (Go to page 65.)
2) Disagree (Go to page 67.)

h. Loyalty

1) Agree (Go to page 68.)
2) Disagree (Go to page 67.)

i. Self-control

1) Agree (Go to page 68.)
2) Disagree (Go to page 66.)

j. Derisiveness

1) Agree (Go to page 68.)
2) Disagree (Go to page 66.)

k. Common sense

1) Agree (Go to page 68.)
2) Disagree (Go to page 66.)

a. Your Answer: 1)

Should consider

Sorry. Seniority in the division should be of no importance in planning liberty. Each man should be treated fairly. (Return to page 57.)

b. Your Answer: 1)

Should consider

Good. That is correct. (Return to page 57.)

c. Your Answer: 1)

Should consider

Good. That is correct. (Return to page 57.)

d. Your Answer: 1)

Should consider

Sorry. The movies that are available in Norfolk should be of little concern when planning liberty. (Return to page 57.)

e. Your Answer: 1)

Should consider

Good. That is correct. (Return to page 57.)

f. Your Answer: 1)

Should consider

Good. That is correct. (Go to page 58.)

g. Your Answer: 1)

Should consider

Good. That is correct. (Return to page 58.)

h. Your Answer: 1)

Should consider

Sorry. LT Berg should not consider his own popularity when planning liberty. He should grant liberty fairly. (Go to page 61.)

a. Your Answer: 2)

Should not consider

Good. That is correct. (Return to page 57.)

b. Your Answer: 2)

Should not consider

Sorry. LT Berg should consider this question when planning liberty. (Return to page 57.)

c. Your Answer: 2)

Should not consider

Sorry. This question, too, should be considered when planning liberty. (Return to page 57.)

d. Your Answer: 2)

Should not consider

Good. That is correct. (Return to page 57.)

e. Your Answer: 2)

Should not consider

Sorry. This question, too, should be considered when developing a plan for liberty. (Return to page 57.)

f. Your Answer: 2)

Should not consider

Sorry. LT Berg should consider this question when planning liberty. (Go to page 57.)

g. Your Answer: 2)

Should not consider

Sorry. This, too, is a question to consider when planning liberty. (Return to page 58.)

h. Your Answer: 2)

Should not consider

Good. That is correct. (Go to page 61.)

a. Your Answer: 1)

Agree

Good. That is correct. (Return to page 62.)

b. Your Answer: 1)

Agree

You have incorrectly selected selfishness as a leadership quality a leader should be aware of in evaluating himself and his use of authority. Selfishness is not a leadership quality. However, if a leader discovers, when he is appraising his strengths and weaknesses, that he is displaying selfishness, he should do something to correct it. (Return to page 62.)

c. Your Answer: 1)

Agree

Good. That is correct. (Return to page 62.)

d. Your Answer: 1)

Agree

Good. That is correct. (Return to page 62.)

e. Your Answer: 1)

Agree

An officer should never be vindictive in his role as leader. Vindictiveness will do nothing but undermine the leader's authority. (Return to page 62.)

f. Your Answer: 1)

Agree

Good. That is correct. (Return to page 62.)

g. Your Answer: 1)

Agree

Ambiguity is not a leadership quality. If a leader discovers that he has been ambiguous in his role as leader, he should do something to correct it. (Return to page 62.)

i. Your Answer: 2)

Disagree

Sorry. Self-control should be considered in such evaluation. (Return to page 62.)

j. Your Answer: 2)

Disagree

Good. Derisiveness is not a desirable leadership quality. (Return to page 62.)

k. Your Answer: 2)

Disagree

No. Common sense is a quality a leader should consider when evaluating himself and his use of authority. (Go to page 71.)

a. Your Answer: 2)

Disagree

Sorry. Tact is a quality a leader should consider in evaluating himself and his use of authority. (Return to page 62.)

b. Your Answer: 2)

Disagree

Good. Selfishness is not a leadership quality. (Return to page 62.)

c. Your Answer: 2)

Disagree

Sorry. Simplicity is a quality a leader should consider. (Return to page 62.)

d. Your Answer: 2)

Disagree

No. Integrity should be considered in a self-evaluation. (Return to page 62.)

e. Your Answer: 2)

Disagree

Good. Vindictiveness is a trait no leader should be guilty of. (Return to page 62.)

f. Your Answer: 2)

Disagree

No. Energy is a leadership quality to be considered. (Return to page 62.)

g. Your Answer: 2)

Disagree

Good. Ambiguity is not a consideration in evaluating self or use of authority. (Return to page 62.)

h. Your Answer: 2)

Disagree

No. Loyalty is a leadership quality to be considered. (Return to page 62.)

h. Your Answer: 1)

Agree

Good. That is correct. (Return to page 62.)

i. Your Answer: 1)

Agree

Good. That is correct. (Return to page 62.)

j. Your Answer: 1)

Agree

Derisiveness is not a quality of leadership. An officer should never be derisive in his role as leader. Derisiveness will do nothing but undermine the leader's authority. (Return to page 62.)

k. Your Answer: 1)

Agree

Good. That is correct. (Go to page 71.)

Your Answer: b

Integrity

MIDN Calloway is not displaying integrity in preparing a duty watch bill for his section of midshipmen. There is no way that he, or any other person, can consider his assignment of in-port watch duty honest. By not assigning himself in-port watch duty he is cheating on the other midshipmen and this may cause resentment and resistance to his authority.

The correct answer is e, none of the above.

(Go to page 79.)

Your Answer: d

All of the above

MIDN Calloway is not displaying any of the qualities of leadership that are listed. He demonstrates a lack of self-control, integrity, and loyalty when he does not assign himself to in-port watch duty. This may cause resentment among his classmates and lead to a resistance to his authority.

(Go to page 79.)

CALLOUSED CALLOWAY

MIDN Calloway is assigned duties during his first class cruise that require him to prepare a duty watch bill for his section of midshipmen. He must assign all classes to the watch bill covering periods at sea and in port. It is obvious to all the midshipmen and MIDN Calloway's classmates in particular, that Mr. Calloway's name never appears on the bill for the in-port periods.

(Go to page 72.)

If MIDN Calloway should evaluate himself at this point, which of the following characteristics could he say he has displayed in carrying out his duties?

a. Self-control (Go to page 73.)

b. Integrity (Go to page 69.)

c. Loyalty (Go to page 75.)

d. All of the above (Go to page 70.)

e. None of the above (Go to page 74.)

Your Answer: a

Self-control

MIDN Calloway is not displaying self-control in carrying out his assigned duties. By not assigning himself to in-port watch duty he demonstrates a lack of self-control. He should remember that self-control is the secret of control of others. The other midshipmen note that he has not assigned himself in-port watch duty and this may cause resentment and resistance to his authority. He is kidding himself if he thinks he is demonstrating self-control.

The correct answer is e, none of the above.

(Go to page 79.)

Your Answer: e

None of the above

Good. That is correct.

(Go to page 79.)

Your Answer: c

Loyalty

MIDN Calloway is not displaying loyalty in this example. He is not being loyal to his classmates when he does not assign himself to in-port watch duty. He must remember that loyalty down begets loyalty up.

The correct answer is e, none of the above.

(Go to page 79.)

Your Answer: a

Energy, enthusiasm, perseverance

You are partially right. MIDN Russo is displaying all of the leadership qualities listed. In addition to those you selected, they are:

b. Self-control

c. Common sense, judgment, acumen

d. Loyalty

e. Tact

(Go to page 85.)

Your Answer: c

Common sense, judgment, acumen

You are partially right. MIDN Russo is displaying all of the leadership qualities listed. In addition to those you selected, they are:

a. Energy, enthusiasm, perseverance

b. Self-control

d. Loyalty

e. Tact

(Go to page 85.)

Your Answer: e

Tact

You are partially right. MIDN Russo is displaying all of the leadership qualities listed. In addition to those you selected, they are:

a. Energy, enthusiasm, perseverance

b. Self-control

c. Common sense, judgment, acumen

d. Loyalty

(Go to page 85.)

RUNNING RUSSO

MIDN Russo is assigned to the first class detail that is to assist in training the incoming plebe class during the summer indoctrination period. As part of his own personal training program for the plebes, Mr. Russo initiates a cross country program for the entire platoon. Mr. Russo leads the way each day at the head of the platoon. He keeps close tabs on the weak plebes and runs beside them, talking to them and encouraging them not to drop out during the run.

(Go to page 80.)

When evaluating himself and his use of authority, which of the following leadership qualities could MIDN Russo say he is displaying?

a. Energy, enthusiasm, perseverance (Go to page 76.)

b. Self-control (Go to page 84.)

c. Common sense, judgment, acumen (Go to page 77.)

d. Loyalty (Go to page 81.)

e. Tact (Go to page 78.)

f. None of the above (Go to page 82.)

g. All of the above (Go to page 83.)

Your Answer: d

Loyalty

You are partially correct. MIDN Russo is displaying all of the leadership qualities listed. In addition to those you selected, they are:

a. Energy, enthusiasm, perseverance

b. Self-control

c. Common sense, judgment, acumen

e. Tact

(Go to page 85.)

Your Answer: f

None of the above

No! MIDN Russo is displaying all of the leadership qualities listed. These are:

a. Energy, enthusiasm, perseverance

b. Self-control

c. Common sense, judgment, acumen

d. Loyalty

e. Tact

(Go to page 85.)

Your Answer: g

All of the above

Good. You are correct.

(Go to page 85.)

Your Answer: b

Self-control

You are partially right. MIDN Russo is displaying all of the leadership qualities listed. In addition to the one you selected, they are:

a. Energy, enthusiasm, perseverance

c. Common sense, judgment, acumen

d. Loyalty

e. Tact

(Go to page 85.)

The leader must remember that there are limits to his authority. Authority is supported by a formal system of laws and by informal social norms. The established patterns of authority must have general acceptance if they are to survive. Using maximum punishment to correct deviants may be necessary as expedients for the few but authority rests on a highly insecure foundation if the few become the many.

A leader should know the legal limits of his authority. Within the formal chain, the leader should not say or do what he does not have the authority to say or do. He should never threaten his subordinates with statements such as "If this happens again, I will do..." Instead he should say "If this happens again, I will consider..." In this way the leader is not threatening to do something he may not be able to do.

(Go to page 86.)

What guidelines should a leader follow regarding the limits to his authority?

a. Use maximum punishment to correct deviants whenever possible. (Go to page 89.)

b. Don't say what you don't have the authority to say and don't threaten subordinates. (Go to page 87.)

c. Know the legal limits of authority and threaten subordinates. (Go to page 88.)

d. None of the above (Go to page 90.)

Your Answer: b

You are right!

The leader must know the legal limits of his authority. This means he should not do or say what he does not have the authority to do or say. The leader should also remember not to threaten his subordinates but instead say, "If this happens again, I will consider..."

(Go to page 94.)

Your Answer: c

The leader must know the legal limits of his authority but he should not threaten his subordinates.

The leader must know the legal limits of his authority. This means he should not do or say what he does not have the authority to do or say. The leader should also remember not to threaten his subordinates, but, instead, say "If this happens again, I will consider..."

(Go to page 94.)

Your Answer: a

Extreme measures may be necessary expedients for the few but authority rests on a highly insecure foundation if the few become the many. These are, of course, extremes, but punishment should be used cautiously and only when necessary.

The leader must know the legal limits of his authority. This means he should not do or say what he does not have the authority to do or say. The leader should also remember not to threaten his subordinates, but, instead, say "If this happens again, I will consider..."

(Go to page 94.)

Your Answer: d

No. The leader must know the legal limits of his authority. This means he should not do or say what he does not have the authority to do or say. The leader should also remember not to threaten his subordinates, but, instead, say "If this happens again, I will consider..."

(Go to page 94.)

Your Answer: c

No! The statement that LT Scott is not exercising his authority to the fullest and should punish MIDN Key more severely is wrong. LT Scott is acting within the limits of his authority. If LT Scott takes more drastic steps he may be acting beyond the limits of his authority.

(Go to page 99.)

Your Answer: a

Good. That is correct.

(Go to page 99.)

Your Answer: b

No! The statement that LT Scott is acting unwisely and beyond the limits of his authority is incorrect. LT Scott is acting within the limits of his authority.

(Go to page 99.)

Let's look at some examples of leaders exercising authority. Ask yourself if these leaders are staying within their legal limits of authority.

SCOTT'S KEY

MIDN Key was a member of the varsity football squad and a newly elected midshipman company commander for the winter set of stripers. In fact, Mr. Key was an outstanding midshipman in all but one respect--he lacked the degree of self-discipline to live within the newly liberalized Academy regulations. Frequently, on liberty, he patronized an off-limits bar and grill on Ritchie Highway. During a routine check of off-limits areas, the SP's in Annapolis picked up Mr. Key and reported him to the Academy officials. Mr. Key's Company Officer, LT Scott, temporarily relieved Mr. Key of his company; recommended to the Commandant that Mr. Key be given a Class A, be relieved of command and reduced to MIDN 1/c, and be put on probation until graduation.

(Go to page 95.)

Select the statement below that correctly discusses LT Scott's use of his authority.

a. LT Scott is acting within the limits of his authority. (Go to page 92.)

b. LT Scott is acting unwisely and beyond the limits of his authority. (Go to page 93.)

c. LT Scott is not exercising his authority to the fullest and he should punish MIDN Key more severely. (Go to page 91.)

d. None of the above (Go to page 96.)

Your Answer: d

Your choice, none of the above, is wrong. The first statement, LT Scott is acting within the limits of his authority, is correct.

(Go to page 99.)

Your Answer: a

Was MIDN Lank actually acting within the limits of his authority? What MIDN Lank observed was offensive behavior that should not be condoned, but did he exceed his authority by judging that the offenses were serious enough to cancel the enlisted men's liberty? Did MIDN Lank have the authority to take the passes of the soldiers and airmen and order them to return to their stations?

What should MIDN Lank have done instead? It would have been more beneficial to the men if MIDN Lank had counseled them on appropriate behavior in foreign countries.

(Go to page 104.)

Your Answer: c

MIDN Lank should not have done more because he had already acted beyond the limits of his authority. What MIDN Lank observed was offensive behavior that should not be condoned. But didn't he exceed his authority by judging that the offenses were serious enough to cancel the enlisted men's liberty? Did MIDN Lank have the authority to take the passes of the soldiers and airman and order them to return to their stations?

What should MIDN Lank have done instead? It would have been more beneficial to the men if MIDN Lank had counseled them on appropriate behavior in foreign countries.

(Go to page 104.)

LANK BLANK'S PRANKS

MIDN 1/c Lank, a very serious and dedicated young man and a strict follower of Naval Academy Regulations, is on liberty in the summer cruise port of Edinburgh when he observes a group of U.S. sailors, soldiers, and airmen conducting themselves in what he considers to be an ungentlemanly manner. The enlisted men are being very loud and their behavior is drawing critical looks from the Scotch bystanders. When Mr. Lank sees the men break in on a queue, he intervenes and orders the enlisted men in the group (2 sailors, 1 soldier, and 1 airman) to give him their liberty cards and/or passes and further orders them to return to their ships and stations.

(Go to page 100.)

Which of the following statements correctly discusses the way in which MIDN Lank used his authority?

a. MIDN Lank was acting within the limits of his authority. (Go to page 97.)

b. MIDN Lank was acting beyond the limits of his authority. (Go to page 102.)

c. MIDN Lank was not exercising his authority to the fullest and he should have done more. (Go to page 98.)

d. None of the above (Go to page 101.)

Your Answer: d

Your choice, none of the above, is wrong. MIDN Lank was acting beyond the limits of his authority. What MIDN Lank observed was offensive behavior that should not be condoned. But didn't he exceed his authority by judging that the offenses were serious enough to cancel the enlisted men's liberty? Did he have the authority to take the passes of the soldiers and airman and order them to return to their stations?

What should MIDN Lank have done instead? It would have been more beneficial to the men if MIDN Lank had counseled them on appropriate behavior in foreign countries.

(Go to page 104.)

Your Answer: b

You are right! MIDN Lank was acting beyond the limits of his authority.

What should MIDN Lank have done instead? It would have been more beneficial to the men if MIDN Lank had counseled them on appropriate behavior in foreign countries.

(Go to page 104.)

Your Answer: a

Is 2-LT Flower acting within the limits of his authority? Does he have the authority to judge the driver of the car and then administer punishment in this way? He may like to treat officers with a higher rank like this, but he is acting beyond the limits of his authority and no matter what sort of "thrill" this gives him, he is acting incorrectly.

What should 2-LT Flower do instead of blocking the progress of the car? If he feels that the driver has broken a regulation, he should place the driver on report. Putting the driver on report is within the limits of his authority; preventing the car from proceeding is not.

(Go to page 109.)

FLOWER POWER

2-LT Flower, a recent graduate of the Basic School at Quantico, is assigned to the 2nd Marine Division at Camp Lejeune, North Carolina. During a tour of duty as the Assistant Officer of the Day, 2-LT Flower is checking sentry posts when he observes a car full of officers come through the gate against the signal of the gate sentry. 2-LT Flower orders the car to stop and orders the driver to pull into the adjacent parking lot. Subsequently, 2-LT Flower directs the line of traffic in the parking lot to proceed except for the car with the officers; when the driver attempts to move into the line of traffic, Flower again denies the driver the opportunity to proceed and directs the driver to return to the parking lot and wait until specifically told to proceed.

(Go to page 105.)

Which of the statements below correctly describes the way in which 2-LT Flower uses his authority?

a. 2-LT Flower is acting within the limits of his authority. (Go to page 103.)

b. 2-LT Flower is acting beyond the limits of his authority. (Go to page 108.)

c. 2-LT Flower is not using his authority to the fullest and should do more. (Go to page 106.)

d. None of the above (Co to page 107.)

Your Answer: c

No! 2-LT Flower is acting beyond the limits of his authority. Does he have the authority to judge the driver of the car and then administer punishment in this way? No matter what sort of "thrill" it gives him to treat officers in this way, he is acting beyond the limits of his authority.

What should 2-LT Flower do instead of blocking the progress of the car? If he feels that the driver has broken a regulation, he should place the driver on report. Putting the driver on report is within the limits of his authority; preventing the car from proceeding is not.

(Go to page 109.)

Your Answer: d

No! 2-LT Flower is acting beyond the limits of his authority. Does he have the authority to judge the driver of the car and then administer punishment in this way? No matter what sort of "thrill" it gives him to treat officers in this way, he is acting beyond the limits of his authority.

What should 2-LT Flower do instead of blocking the progress of the car? If he feels that the driver has broken a regulation, he should place the driver on report. Putting the driver on report is within the limits of his authority; preventing the car from proceeding is not.

(Go to page 109.)

Your Answer: b

Good. That is correct.

What should 2-LT Flower do instead of blocking the progress of the car? If he feels that the driver has broken a regulation, he should place the driver on report. Putting the driver on report is within the limits of his authority; preventing the car from proceeding is not.

(Go to page 109.)

THE PIERCING RECONNAISSANCE MISSION

Marine 1-LT Pierce is assigned an observation reconnaissance mission deep in enemy territory in Vietnam. He is told that he and his men will leave in 20 hours at beginning of morning nautical twilight. He is briefed on the three-day mission and told to select the men he feels are necessary to the completion of the mission.

(Go to page 110.)

Which of the following factors do you think 1-LT Pierce should consider while planning to accomplish his mission? (Check your response before considering the next question.)

a. What is the nature of the terrain for the reconnaissance mission?

   1) Should consider (Go to page 115.)

   2) Should not consider (Go to page 112.)

b. What equipment will be needed for this mission?

   1) Should consider (Go to page 115.)

   2) Should not consider (Go to page 112.)

c. How many men are needed?

   1) Should consider (Go to page 115.)

   2) Should not consider (Go to page 112.)

d. Which men are needed?

   1) Should consider (Go to page 113.)

   2) Should not consider (Go to page 116.)

e. What rank should the men selected have?

   1) Should consider (Go to page 113.)

   2) Should not consider (Go to page 116.)

f. What personalities should the men have?

   1) Should consider (Go to page 113.)

   2) Should not consider (Go to page 116.)

g. What is the enemy situation in the mission area?

   1) Should consider (Go to page 113.)

   2) Should not consider (Go to page 116.)

(Continued on next page.)

h. How much longer do the men to be selected for the mission have left in Vietnam?

1) Should consider (Go to page 117.)

2) Should not consider (Go to page 114.)

i. How will the group get into the mission area?

1) Should consider (Go to page 117.)

2) Should not consider (Go to page 114.)

j. What is the climate of the group from which he will select the men for the mission?

1) Should consider (Go to page 117.)

2) Should not consider (Go to page 114.)

k. Are there any men who are resisting his authority?

1) Should consider (Go to page 119.)

2) Should not consider (Go to page 118.)

l. How has Pierce handled his other missions and the use of his authority on these missions?

1) Should consider (Go to page 119.)

2) Should not consider (Go to page 118.)

m. What routine and emergency extractions should be planned?

1) Should consider (Go to page 119.)

2) Should not consider (Go to page 118.)

a. Your Answer: 2)

Should not consider

No. This is an important question for 1-LT Pierce to ask. He must determine the topographical conditions of the area assigned for the reconnaissance mission. He must also consider the vegetation as this will determine to a certain degree the supplies needed for the mission and the natural cover available for the men to move freely in the area. (Return to page 110.)

b. Your Answer: 2)

Should not consider

Sorry. It is imperative that LT Pierce consider this factor. It is conceivable that the mission could result in failure if the proper equipment is not brought along. What equipment do you think would be necessary? Food, of course, enough for each unit member to have one meal a day, minimum health supplies, normal personal arms and a camera are some examples of necessary supplies. (Return to page 110.)

c. Your Answer: 2)

Should not consider

Wrong. 1-LT Pierce does not want to select too many men so that movement through the terrain would be hindered or easily observed. He should select a small number of men--enough to accomplish the mission and no more. Four men besides himself would be a good number. (Return to page 110.)

d. Your Answer: 1)

Should consider

Good. 1-LT Pierce should determine what must be done on the mission so he can decide what skills are necessary to the accomplishment of the mission. He should then select those men that have the skills that are necessary. What skills do you think are necessary? He must have a radio operator, a corpsman or a Marine skilled in first aid who can still use his rifle, a good observer and sketcher who can make notes at a later date and a good all-around Marine. (Return to page 110.)

e. Your Answer: 1)

Should consider

No. This should not be a major concern of LT Pierce. He should select men for their abilities, not for their rank. (Return to page 110.)

f. Your Answer: 1)

Should consider

Yes. This, surprisingly enough, is an important consideration. Because of the nature of the mission, 1-LT Pierce must select men who are not loud and boisterous. (Return to page 110.)

g. Your Answer: 1)

Should consider

Correct. This is a very important factor to be taken into consideration. Any knowledge of enemy activity in the area will help Pierce in planning for the completion of the mission. It is always best to know as much as possible about an area before entering it. (Go to page 111.)

h. Your Answer: 2)

Should not consider

Correct. This is unimportant to the accomplishment of the mission. 1-LT Pierce should select the best men available for the mission regardless of their departure time. (Return to page 111.)

i. Your Answer: 2)

Should not consider

No. Pierce must plan for the insertion into the enemy territory so that it will be accomplished in the best way possible. He must decide, for example, if they will insert by helicopter landing directly into the area, five miles away and walk in or parachute into the area. (Return to page 111.)

j. Your Answer: 2)

Should not consider

Wrong. What is the climate of the group from which he will select the men for the mission? What is the morale and esprit of the group? Have there been recent casualties? Is there a feeling of bad luck among the men? It is important that he determine the climate of the group so he will know how to treat the men. He must also select men he feels will meet the standards that he establishes. (Return to page 111.)

a. Your answer: 1)

Should consider

Good. This is an important question for 1-LT Pierce to ask. He must determine the topographical conditions of the area assigned for the reconnaissance mission. He must also consider the vegetation as this will determine to a certain degree the supplies needed for the mission and the natural cover available for the men to move freely in the area. (Return to page 110.)

b. Your Answer: 1)

Should consider

Correct. It is imperative that LT Pierce consider this factor. It is conceivable that the mission could result in failure if the proper equipment is not brought along. What equipment do you think would be necessary? Food, of course, enough for each unit member to have one meal a day, minimum health supplies, normal personal arms and a camera are some examples of necessary supplies. (Return to page 110.)

c. Your Answer: 1)

Should consider

Right. 1-LT Pierce does not want to select too many men so that movement through the terrain would be hindered or easily observed. He should select a small number of men--enough to accomplish the mission and no more. Four men besides himself would be a good number. (Return to page 110.)

d. Your Answer: 2)

Should not consider

Sorry. 1-LT Pierce should determine what must be done on the mission so he can decide what skills are necessary to the accomplishment of the mission. He should then select those men that have the skills that are necessary. What skills do you think are necessary? He must have a radio operator, corpsman or a Marine skilled in first aid who can still use his rifle, a good observer and sketcher who can make notes at a later date and a good all-around Marine. (Return to page 110.)

e. Your Answer: 2)

Should not consider

Right. This should not be a major concern of LT Pierce. He should select men for their abilities, not for their rank. (Return to page 110.)

f. Your Answer: 2)

Should not consider

No. This, surprisingly enough, is an important consideration. Because of the nature of the mission, 1-LT Pierce must select men who are not loud and boisterous. (Return to page 110.)

g. Your Answer: 2)

Should not consider

Incorrect. This is a very important factor to be taken into consideration. Any knowledge of enemy activity in the area will help Pierce in planning for the completion of the mission. It is always best to know as much as possible about an area before entering it. (Go to page 111.)

h. Your Answer: 1)

Should consider

Sorry. This is unimportant to the accomplishment of the mission. 1-LT Pierce should select the best men available for the mission regardless of their departure time. (Return to page 111.)

i. Your Answer: 1)

Should consider

Good. Pierce must plan for the insertion into the enemy territory so that it will be accomplished in the best way possible. He must decide, for example, if they will insert by helicopter landing directly into the area, five miles away and walk in or parachute into the area. (Return to page 111.)

j. Your Answer: 1)

Should consider

Correct. What is the climate of the group from which he will select the men for the mission? What is the morale and esprit of the group? Have there been recent casualties? Is there a feeling of bad luck among the men? It is important that he determine the climate of the group so he will know how to treat the men. He must also select men he feels will meet the standards that he establishes. (Return to page 111.)

k. Your Answer: 2)

Should not consider

No. This is an important consideration in his selection of the men for the mission. Unless he can effectively deal with resistance to his authority before he leaves on the mission he should not select any member who is resisting his authority. (Return to page 111.)

l. Your Answer: 2)

Should not consider

Incorrect. LT Pierce must evaluate himself and his use of authority so that he will be able to perform at his best. If, in his self-evaluation, he discovers areas which are weak, he must make all efforts to improve his performance. (Return to page 111.)

m. Your Answer: 2)

Should not consider

Sorry. It is imperative that 1-LT Pierce complete his plans by developing plans for leaving the area. He should develop several plans taking into account problems that may arise. (Go to page 122.)

k. Your Answer: 1)

Should consider

Good. This is an important consideration in his selection of the men for the mission. Unless he can effectively deal with resistance to his authority before he leaves on the mission he should not select any member who is resisting his authority. (Return to page 111.)

l. Your Answer: 1)

Should consider

Correct. LT Pierce must evaluate himself and his use of authority so that he will be able to perform at his best. If, in his self-evaluation, he discovers areas which are weak, he must make all efforts to improve his performance. (Return to page 111.)

m. Your Answer: 1)

Should consider

Good. It is imperative that 1-LT Pierce complete his plans by developing plans for leaving the area. He should develop several plans taking into account problems that may arise. (Go to page 122.)

d. Your Answer: 1)

Should

No. Is 1-LT Pierce wise to order his men to carry out the decision? To do so would mean he was using his authority as the persuader rather than using persuasion itself. Only if the time constraints are such that there is no time to explain the decision to the men should Pierce "order" his men. Otherwise, he should explain the situation and the decision so they will see his reasoning and better understand the problems. This will also help to alleviate any resistance to his authority that might occur. (Return to page 122.)

e. Your Answer: 1)

Should

Good. That is correct. (Return to page 122.)

f. Your Answer: 1)

Should

Sorry, that is incorrect. We assume that LT Pierce would consider all the factors before deciding to engage the Viet Cong in combat. However, did he consider the real nature of the reconnaissance mission? By the nature of the mission, the unit is supposed to go unnoticed and LT Pierce now has the problem that the Viet Cong have spotted the unit. Although they have been spotted they might bring more attention to themselves by engaging the Viet Cong in combat than by not engaging in combat. If at all possible, it would be more advantageous for the unit to evade the Viet Cong and complete their mission. Otherwise, by engaging the VC, they might have to abort the rest of their mission. (Return to page 122.)

a. Your Answer: 2)

Should not

Good. That is correct. (Return to page 122.)

b. Your Answer: 2)

Should not

Sorry. 1-LT Pierce is wise to consider the behavior and pulse of the unit. The morale and esprit and actions of the unit on the mission so far can play an important part in deciding what should be done with the Viet Cong and how the decision will be carried out. (Return to page 122.)

c. Your Answer: 2)

Should not

Good. That is correct. (Return to page 122.)

d. Your Answer: 2)

Should not

Good, this is also correct. (Return to page 122.)

e. Your Answer: 2)

Should not

No. LT Pierce is wise to explain the situation and his decision to the men. He would be using this as persuasion rather than using his authority as the persuader. It will help to give the men more understanding of the situation and his decision and it will help to stop any resistance to his authority that might develop. (Return to page 122.)

Let's suppose that two days into the mission 1-LT Pierce realizes that they have been spotted by the Viet Cong. Given these circumstances, should he or should he not take the actions below to effectively handle the situation? (Check your response before considering the next point.)

a. Ignore the situation and continue as originally planned.

   1) Should (Go to page 124.)

   2) Should not (Go to page 121.)

b. Consider the behavior and pulse of the unit.

   1) Should (Go to page 124.)

   2) Should not (Go to page 121.)

c. Involve the men in the decision making process.

   1) Should (Go to page 124.)

   2) Should not (Go to page 121.)

d. Order the men to carry out the decision.

   1) Should (Go to page 120.)

   2) Should not (Go to page 121.)

e. Explain the situation and the decision that has been reached.

   1) Should (Go to page 120.)

   2) Should not (Go to page 121.)

f. Engage the Viet Cong in combat.

   1) Should (Go to page 120.)

   2) Should not (Go to page 123.)

g. Try to evade the Viet Cong.

   1) Should (Go to page 125.)

   2) Should not (Go to page 123.)

f. Your Answer: 2)

Should not

Good. That is correct. (Return to page 122.)

g. Your Answer: 2)

Should not

That is not correct. We assume that 1-LT Pierce considered all the factors before deciding to evade the Viet Cong. If it is at all possible to evade the VC, he is wise to make this decision. In this way, the unit will be able to continue with their mission and not take the chance that engaging the VC would mean aborting the mission. (Go to page 128.)

a. Your Answer: 1)

Should

No. LT Pierce cannot ignore the situation. A decision must be reached concerning the best way to deal with the Viet Cong. All factors must be considered in reaching this decision. It may be decided that the unit will continue as originally planned but the unit must not take this action until all factors have been considered. (Return to page 122.)

b. Your Answer: 1)

Should

Good. That is correct. (Return to page 122.)

c. Your Answer: 1)

Should

That is not correct. Is there time for 1-LT Pierce to involve the men in the decision making process? A decision is needed right away and although it would be nice to mull the factors over together there is not enough time. The responsibility of the decision lies on Pierce's shoulders and he must act immediately to effectively deal with the situation. (Return to page 122.)

g. Your Answer: 1)

Should

Good. That is correct. (Go to page 128.)

a. Your Answer: 1)

Agree

Good. That is correct. (Return to page 128.)

b. Your Answer: 1)

Agree

Right. That is correct. (Return to page 128.)

c. Your Answer: 1)

Agree

That is not correct. This is an unimportant factor and if LT Pierce considers this he should seriously evaluate himself and his use of authority. He should not take action to benefit himself, rather he should take action that would benefit the unit and help accomplish the mission. (Return to page 128.)

d. Your Answer: 1)

Agree

No. That is not right. Is there time for 1-LT Pierce to include his subordinates in the decision making process? Pierce must reach a decision immediately as to what he will do with CPL Brawn and what he will do about completing the mission. The time constraints are such that he cannot include his subordinates in the decisions. (Return to page 128.)

e. Your Answer: 1)

Agree

Sorry. LT Pierce should not make his decision based on his desire to be popular. He should consider all of the factors that are important to the accomplishment of the mission and not consider selfish interests. If he does consider his popularity, he should seriously evaluate himself and his use of authority. (Go to page 129.)

g. Your Answer: 2)

Disagree

No. 1-LT Pierce must take the loss of CPL Brawn into account before deciding whether to continue on the mission. Will the loss of the good observer and sketcher affect the accomplishment of the mission? (Return to page 129.)

h. Your Answer: 2)

Disagree

Sorry. LT Pierce should try to explain the factors involved in the decision to his men This will help the men understand the reasons for the decision and help to alleviate any resistance that might develop because of his decision. Pierce would then be using persuasion rather than using his authority as the persuader. (Return to page 129.)

i. Your Answer: 2)

Disagree

Good. That is correct. (Go to page 132.)

Now, let's suppose that 12 hours into the mission CPL Brawn falls and gets a very bad sprain or broken leg--it can't be determined which. In either case, he cannot move under his own power. CPL Brawn is the good observer and sketcher in the unit.

Do you agree that the actions below are appropriate to LT Pierce's effectively handling the situation? (Check your response before considering the next action.)

a. He considers the attitudes of the men.

   1) Agree (Go to page 126.)

   2) Disagree (Go to page 131.)

b. He considers the possibility of completing the mission in the allotted time.

   1) Agree (Go to page 126.)

   2) Disagree (Go to page 131.)

c. He considers the effects a failure to accomplish this mission will have on his fitness report.

   1) Agree (Go to page 126.)

   2) Disagree (Go to page 131.)

d. He includes his subordinates in the decision making process.

   1) Agree (Go to page 126.)

   2) Disagree (Go to page 131.)

e. He considers the effects of the decision on his popularity with the men.

   1) Agree (Go to page 126.)

   2) Disagree (Go to page 131.)

(Continued on next page.)

f. He develops a plan to evacuate CPL Brawn considering how, when, where and who.

1) Agree (Go to page 130.)

2) Disagree (Go to page 131.)

g. He considers the factors involved in continuing the mission without CPL Brawn.

1) Agree (Go to page 130.)

2) Disagree (Go to page 127.)

h. He explains the decision to his men.

1) Agree (Go to page 130.)

2) Disagree (Go to page 127.)

i. He orders the men to proceed on the mission without CPL Brawn.

1) Agree (Go to page 130.)

2) Disagree (Go to page 127.)

f. Your Answer: 1)

Agree

Good. That is correct. (Return to page 129.)

g. Your Answer: 1)

Agree

Yes. That is correct. (Return to page 129.)

h. Your Answer: 1)

Agree

Yes. That, too, is correct. (Return to page 129.)

i. Your Answer: 1)

Agree

No. By ordering the men, LT Pierce has opened the door to resistance to his authority. The men do not know the reasoning behind his decision and will question what will become of CPL Brawn. Pierce would be wiser to explain his decision and the factors involved. (Go to page 132.)

a. Your Answer: 2)

Disagree

That is not correct. Do the men feel that Brawn's injury is a sign that they are a bad luck unit? LT Pierce must consider the pulse of the unit and determine if the state of mind is such that the unit will be able to carry out the mission without CPL Brawn. (Return to page 128.)

b. Your Answer: 2)

Disagree

Sorry. 1-LT Pierce must determine, for example, if evacuating CPL Brawn will give away their position. If so, how will this affect the completion of the mission? All of these must be considered before a decision is reached. (Return to page 128.)

c. Your Answer: 2)

Disagree

Good. That is correct. (Return to page 128.)

d. Your Answer: 2)

Disagree

Good. That, too, is correct. (Return to page 128.)

e. Your Answer: 2)

Disagree

Yes. That is correct. (Go to page 129.)

f. Your Answer: 2)

Disagree

No. Since CPL Brawn cannot move under his own power, LT Pierce must determine a way of evacuating him. It is important that Pierce plans for how, when, where and who. (Return to page 129.)

"THAT'S AN ORDER"

LT Waterman, a division officer in the Engineering Department aboard a carrier, runs into a frustrating situation during the last in-port week for the carrier, just prior to its deployment to WESTPAC. LT Waterman had planned to have all his division work accomplished and be able to give all his men as much time off as the Captain authorized. The men knew this and they had worked hard to get in the highest deployment readiness condition. Many had made special plans to spend the last moments ashore with their families, this being their last chance for stateside liberties for many months.

On Monday of the last week in-port, a vital piece of machinery in LT Waterman's division broke down. Without immediate repairs and round-the-clock work by all hands, the ship would not be able to leave on schedule.

With these facts, Mr. Waterman had no difficulty establishing his priorities. Repairing the equipment and meeting the deployment schedule was number one. Time to be home with families or on liberty was last on the list.

LT Waterman called the division chiefs and leading petty officers together and told them of the breakdown and the importance of getting repairs made and meeting the deployment schedule.

It was obvious to Mr. Waterman that the men were not too receptive to the idea that they were going to have to change or cancel their liberty plans. In fact, the grumbling and questioning reached the point where LT Waterman had to regain control by saying, "Look, we're going to repair this equipment and we're going to commence as of now. Get your crews together and meet me in the engineroom. That's an order. Dismissed."

(Go to page 133.)

Which of the following factors do you feel contributed to the situation getting out of hand so that LT Waterman had to say "That's an order!"? (Check your response to each factor before considering the next.)

a. He did not consider the climate of the group.

   1) Did contribute (Go to page 136.)

   2) Did not contribute (Go to page 135.)

b. He did not consider the leadership principle "Know your men and look out for their welfare."

   1) Did contribute (Go to page 136.)

   2) Did not contribute (Go to page 135.)

c. He was unable to consider timing in relationship to decision making.

   1) Did contribute (Go to page 136.)

   2) Did not contribute (Go to page 135.)

d. He did not develop a plan to handle this situation.

   1) Did contribute (Go to page 136.)

   2) Did not contribute (Go to page 134.)

e. He did not punish the men appropriately for resisting his authority.

   1) Did contribute (Go to page 136.)

   2) Did not contribute (Go to page 134.)

f. He did not know when to draw the line.

   1) Did contribute (Go to page 136.)

   2) Did not contribute (Go to page 134.)

d. Your Answer: 2)

Did not contribute

Sorry, this factor did contribute to the situation. LT Waterman most definitely did not develop a plan to handle the situation. Wouldn't it have been more advantageous to develop a plan for everyone to have liberty even though each man's liberty might be reduced? He should have developed a plan or schedule for each man to be on duty to work on repairs and then allow the rest of the time for liberty. If he had presented a plan like this to the leading petty officers and the division chiefs there probably would have been less grumbling. (Return to page 133.)

e. Your Answer: 2)

Did not contribute

Good. That is correct. (Return to page 133.)

f. Your Answer: 2)

Did not contribute

That is not correct. LT Waterman was unable to determine when to stop the grumbling and questioning before it got out of hand. Perhaps if he had established standards in which he allowed his division chiefs and leading petty officers to speak their piece directly to him he would have alleviated drawnout grumbling. This would have prevented the grumbling from getting out of hand and he would not have had to say "That's an order!" (Go to page 137.)

a. Your Answer: 2)

Did not contribute

That is not correct. In announcing the problem to the leading chiefs and chief petty officers Mr. Waterman did not take into account the psychological impact of his words. He should have considered the climate of the group (men who are anxious to go on liberty) when he broke the news to the men. Because he did not consider other factors as well, his presentation of the news was inappropriate to the climate of the group. (Return to page 133.)

b. Your Answer: 2)

Did not contribute

No, that is not right. He did not consider the principle, "Know your men and look out for their welfare." This includes the roles the men are playing, role strain and knowledge of the men's backgrounds. It is imperative that in a situation like this one, LT Waterman consider all of these factors. He must make arrangements for his men to meet all their obligations to their duties and their families before deployment. (Return to page 133.)

c. Your Answer: 2)

Did not contribute

Good. That is correct. (Return to page 133.)

a. Your Answer: 1)

Did contribute

Good. That is correct. (Return to page 133.)

b. Your Answer: 1)

Did contribute

Yes. That is correct. (Return to page 133.)

c. Your Answer: 1)

Did contribute

That is not correct. LT Waterman did decide that repair of the machinery was of top priority importance. He made this decision immediately at a time when it was required. However, the method in which he dealt with his decision led to a "That's an order" situation. (Return to page 133.)

d. Your Answer: 1)

Did contribute

Good. That is correct. (Return to page 133.)

e. Your Answer: 1)

Did contribute

No. The men were not actually resisting his authority. They were displaying their unhappiness at an unfortunate situation. To punish them for expressing this unhappiness would only have caused resentment among the men. (Return to page 133.)

f. Your Answer: 1)

Did contribute

Yes. That is correct. (Go to page 137.)

This completes Part Twelve, Segment IV, "That's an Order."

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment IV

"That's an Order"

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

"THAT'S AN ORDER"

PROGRESS CHECK

Question 1.

ENS Knitt is given the mission to prepare a briefing plan for a visiting dignitary. He contacts the departments to be visited, determines whether the dignitary will be briefed by one or more officers, whether training aids will be used, whether the VIP will participate in the briefing, and the route to be followed by the dignitary. ENS Knitt submits his plan to the Executive Officer for approval but the Executive Officer rejects the plan.

Which element(s) of a complete plan has ENS Knitt omitted in his plan?

a. What and where

b. Who and how

c. When

d. Why and how

Question 2.

Complete the sentence with one of the following selections. Planning is important because it:

a. Helps to answer questions of what, when, where, who, why and sometimes how, concerning an operation

b. Is vital to the efficient completion of the mission

c. Facilitates the execution of future actions by providing a basis from which to work

d. All of the above

Question 3.

ENS Smathers, in charge of an ammunition loading party, observes that the men are being careless. He tells the leading petty officer (LPO) to make sure the safety precautions are met. The LPO walks away in disgust, mumbling, "It's going to take all day if we have to observe all those precautions."

Which of the following indicates that ENS Smathers appropriately perceives the situation?

a. ENS Smathers rebukes the LPO on the spot, explaining the necessity for strict observance of safety precautions in handling ammunition.

b. ENS Smathers halts the loading work, assembles the entire working party, including the LPO, and personally briefs the working party on the correct precautions to be followed.

c. ENS Smathers decides to establish stricter standards.

d. None of the above

Question 4.

Which of the following correctly identifies when it is most appropriate to "draw the line"?

a. When, after comparing results with established standards, it is apparent that the standards have not been met

b. When, after comparing results with established standards, it is apparent that the standards have been met

c. When, after comparing your men's actions with the actions of others, it is clear that standards must be established

d. When it becomes apparent that it is necessary to say "That's an order" to control the men

---

Question 5.

When LTJG Boll's department head congratulated him for making an improvement in the procedure for rigging the towing-at-sea, he told his superior that boatswain's mate 1/c Brite had suggested the idea. In evaluating LTJG Boll's performance in this matter, his superior would probably feel that LTJG Boll displayed which of the following qualities?

1. Integrity
2. Patience
3. Ingenuity
4. Loyalty

a. 3, 4

b. 1, 4

c. 2, 3

d. 1, 2

Question 6.

2-LT Gant is a platoon leader in School's Troops at Quantico. He always loses his temper and inappropriately yells at his men. However, he brags to his peers about his great control of his men.

Which of the following qualities should 2-LT Gant include as weak qualities in his self-evaluation?

1. Tact
2. Simplicity, modesty, quiet dignity and humility
3. Self-control
4. Common sense, judgment and acumen

a. 1, 2, 3
b. 2, 3, 4
c. 1, 3, 4
d. All of the above

Question 7.

1-LT Sykes sees CPL Ort, a member of his platoon, make an obscene gesture behind the back of a fellow officer.

Which of the following choices indicate(s) the action(s) Sykes can take within the limits of his authority?

a. Put CPL Ort on report
b. Restrict CPL Ort to base
c. Have CPL Ort confined to the brig pending investigation
d. All of the above

Question 8.

While on shore leave, ENS Benson is walking down a street in uniform and sees a seaman from his division with his cuffs rolled up and his hat on the back of his head.

Which of the following choices indicates that ENS Benson exercises his authority within its limits?

a. ENS Benson ignores the seaman.

b. ENS Benson orally rebukes the seaman and instructs him on the proper wearing of the uniform.

c. ENS Benson orally reprimands the seaman and orders him back to the ship.

d. ENS Benson orders the seaman back to the ship and tells him he won't get his liberty card for two weeks.

Question 9.

1-LT Love is the platoon commander, with only three squads of ten men each, on an independent mission in the highlands west of Phu Bai in Vietnam. As a result of a night mortar attack, the platoon suffers some casualties; one man has serious head wounds and the corpsman informs LT Love that the man should be evacuated. The weather is very bad with minimum visibility and drizzling rain and it is an extremely hazardous mission to attempt to evacuate the wounded man over ground to the nearest aid station.

Which of the following appropriately describes Love's judicious use of authority in this situation?

a. He and the platoon NCO's discuss the situation and the climate of the group before taking a vote on what is to be done.

b. He determines if there is role change or role conflict because of the mortar attack.

c. He quickly analyzes the situation and decides that an emergency air medical evacuation will be requested.

d. None of the above

Question 10.

1-LT Love requests a helicopter evacuation for the wounded man. Two helicopters arrive about 2300 and begin circling overhead; LT Love sees one crash into a nearby mountain. The remaining helicopter pilot tells Love that he must abort the mission because he can't get down through the fog. 1-LT Love does not know if there are any survivors from the helicopter crash but feels that if there are survivors, they will need medical attention immediately. He is aware that it is highly dangerous to attempt a rescue mission at night.

Which of the following appropriately describes Love's judicious use of authority?

a. Although he realizes he risks further casualties and the security of his present position, he orders an evacuation party of eight men to prepare to move the wounded man overland to the Battalion Aid Station, three miles away. He orders one squad to prepare to conduct immediate rescue operations for the downed helo, one to two miles away.

b. He orders the corpsman to make the wounded man as comfortable as possible and informs him that medical evacuation will have to wait until first light or the fog lifts. LT Love further requests eight volunteers to go on an immediate search and rescue mission for the downed helo.

c. He decides to wait until morning before making a decision about what to do.

d. He requests that an adjacent unit provide the rescue party to search for the downed helo.

Twelve/IV/RPF INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Twelve SEGMENT IV

REMEDIATION TEXT Intrinsically Programed Booklet VOL-XII-D

ITEM	ANSWER	REMEDIATION REFERENCE
1	c *	Pages B3-S7
2	d	Pages B3-S7
3	d	Pages B7-S15, B54-S61
4	a	Pages B36-S54
5	b	Pages B71-S85
6	d	Pages B61-S85
7	a	Pages B43-S54, B85-S109
8	b	Pages B43-S54, B85-S109
9	c	Pages B15-S21, B109-S137
10	b	Pages B15-S21, B109-S137
11		
12		
13		
14		
15		

* B-page to begin on; follow page instructions to stop page indicated
S-stop at this page;

PROGRAM FRAME ANSWERS

PART TWELVE

Segment IV

PROGRAM FRAME ANSWERS

PART Twelve SEGMENT IV TYPE Intrinsically Programed Booklet PAGE 1 OF 1 PAGES

QUESTION PAGE	CORRECT ANSWER
4	b
8	c
16	d
23	c
27	d
35	b
37	d
44	b
55	c
57	a-2
57	b-1
57	c-1
57	d-2
57	e-1
57	f-1
58	g-1
58	h-2
62	a-1
62	b-2
62	c-1
62	d-1
62	e-2

QUESTION PAGE	CORRECT ANSWER
62	f-1
62	g-2
62	h-1
62	i-1
62	j-2
62	k-1
72	e
80	g
86	b
95	a
100	b
105	b
110	a-1
110	b-1
110	c-1
110	d-1
110	e-2
110	f-1
110	g-1
111	h-2
111	i-1
111	j-1

QUESTION PAGE	CORRECT ANSWER
111	k-1
111	l-1
111	m-1
122	a-2
122	b-1
122	c-2
122	d-2
122	e-1
122	f-2
122	g-1
128	a-1
128	b-1
128	c-2
128	d-2
128	e
129	f-1
129	g-1
129	h-1
129	i-2
133	a-1
133	b-1
133	c-2

QUESTION PAGE	CORRECT ANSWER
133	d-1
133	e-2
133	f-1